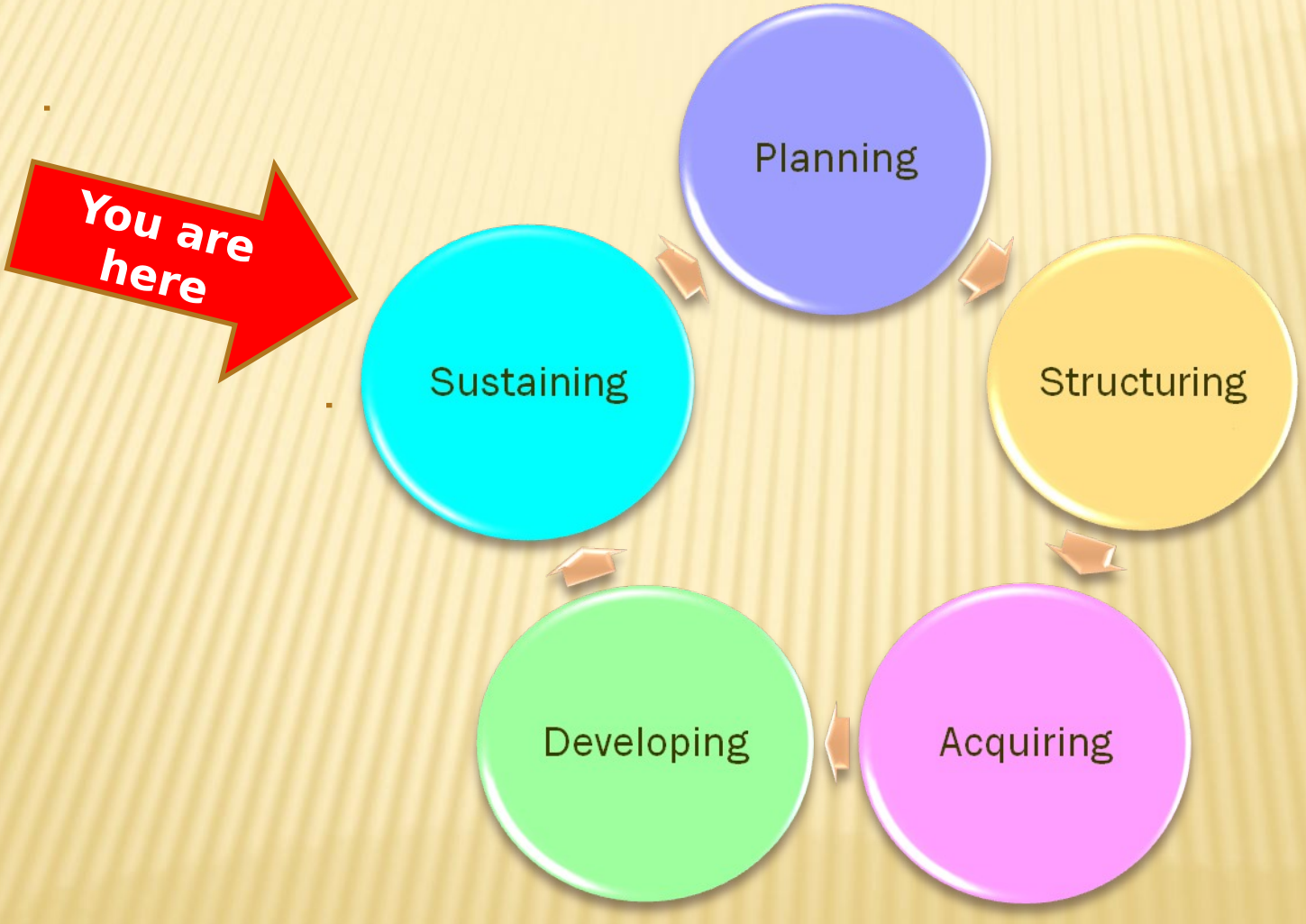
MODULE 5
SUSTAINING

Performance Management

CHRM LIFE CYCLE



OBJECTIVES

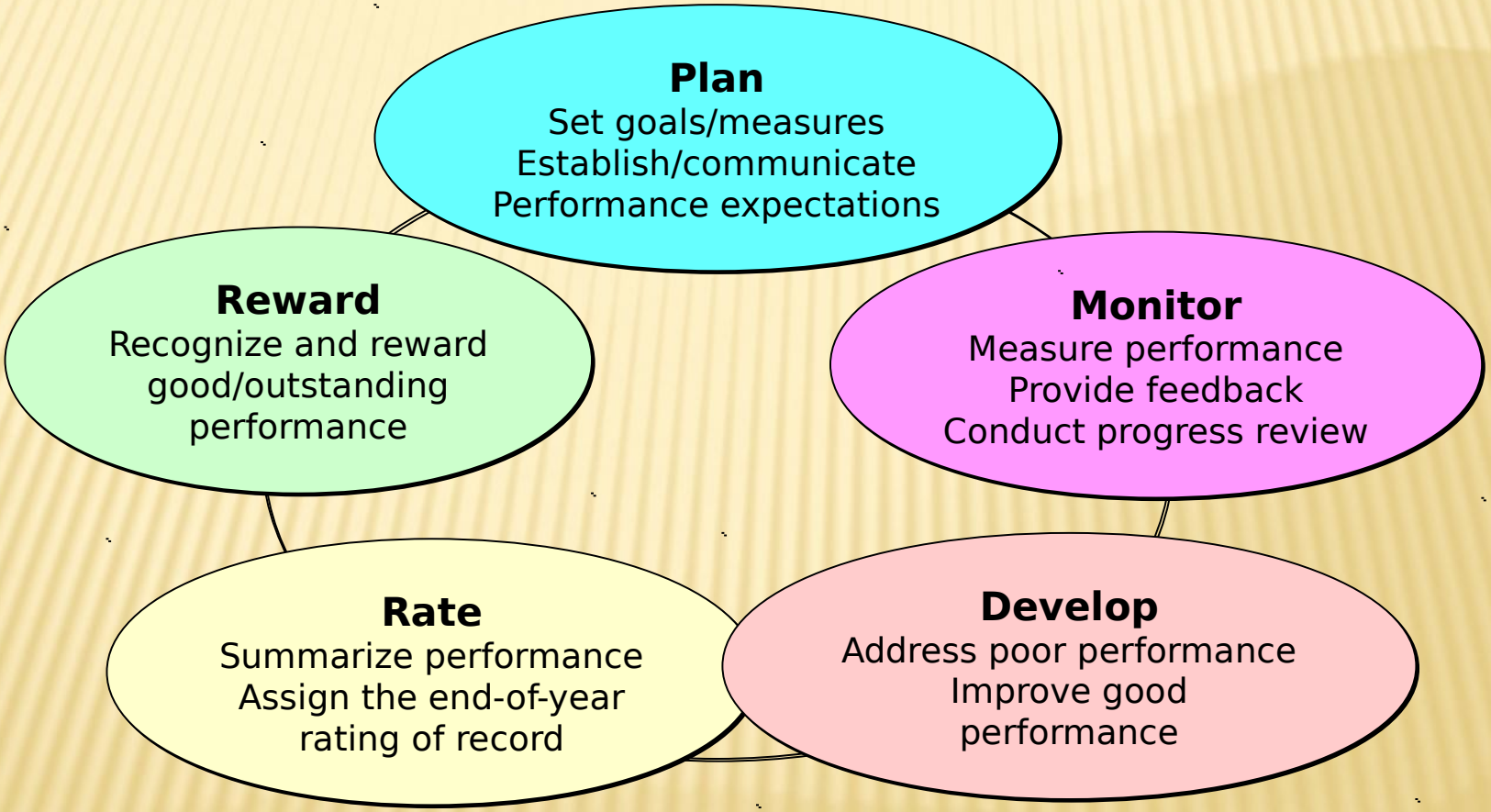
After completion of this section, you will be able to:

1. Describe the 5 key processes of a performance management program.
2. Explain the two different systems under TAPES and their rating cycles.
3. Describe a written performance plan and the forms used in the TAPES performance management system.
4. Explain why performance planning is an important part of the performance management process.
5. Explain the importance of maintaining records of your employee's performance throughout the year.

OBJECTIVES (CONT)

6. Describe the purpose of the mid-point counseling and what should be covered during that review.
7. Describe some of the requirements of addressing poor performance.
8. Identify the importance and use of an Individual Development Plan (IDP).
9. Identify the two forms used in TAPES for the written performance appraisal.
10. Describe how to calculate overall rating formulas in the TAPES Base and Senior Systems.
11. Identify the various tools available to supervisors to recognize, reward and motivate employees.

Five Key Processes of Performance Management



Definition

Performance management is the systematic process of integrating performance, pay, and awards systems to improve individual and organizational effectiveness in the accomplishment of Army mission and goals.

GOALS

Results-oriented, mission-focused
Establish accountability for and improve individual / organizational performance
Improve performance by:
• Defining mission, goals, and management processes of an organization and work unit
• Linking individual goals and objectives that support the work unit and organizational goals
Clear and understandable
Fair, credible, and transparent
Provide a direct link between pay, performance and mission accomplishment
• Reflect meaningful distinctions in employee performance
• Robust
• Capable of supporting pay decisions

Why is Performance Evaluation so difficult to do?

…Involves the inherently subjective and inexact process of one human being assessing the work accomplishment of another…

Performance Management Linkage

- Compensation (WIGIs)
- Training/Career Development
- Within-Grade Increases
- Awards for Performance
- Promotions
- Probationary and Trial Periods
- Reductions in Force
- PIPs, Reassignments, Reduction in Grade or Removals

ALIGNING WORK TO MISSION

Leaders define the organization's mission and strategic goals

- **Cascaded to the work unit and employee objectives**
- **Can also align work horizontally**

Objectives draw a line of sight between the employee's work, the work unit's goals, and the organization's success

When work is aligned to the mission, from any perspective you choose, everyone is working together towards shared goals

EMPHASIZE ARMY VALUES

Loyalty	• Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers
Duty	• Fulfill your obligations
Respect	• Treat people as they should be treated
Selfless Service	• Put the welfare of the Nation, the Army and subordinates before your own
Honor	• Live up to all the Army values
Integrity	• Do what's right – legally and morally
Personal Courage	• Face fear, danger or adversity (physical or moral courage)

Rating Officials will

- Discuss values / ethics with employees
- Document positive aspects of Army values in the annual performance appraisal

Laws, Regulations, and Guidance

Total Army Performance Evaluation System

- Title 5 USC Chapter 43
- 5 CFR Part 430
- DoD 1400.25 Subchapter 430
- AR 690-400 Chapter 4302

TAPES

TOTAL ARMY PERFORMANCE EVALUATION SYSTEM

AR 690-400
Chapter 4302

http://cpol.army.mil/library/permiss/52.html

TAPES Objectives

Designed to improve Total Army performance by:

- Communicating organizational goals and priorities, and Army values and ethics to employees
- Establishing individual expectations for performance that reflect organizational goals and priorities
- Facilitating frequent discussion among the rated and rating chain about performance and expectations
- Providing an environment where all employees understand they are part of the Army team
- Requiring annual written individual performance evaluations

TAPES Responsibilities

Specific roles and responsibilities for those in positions of leadership as well as those being rated:

1. Commanders
2. Senior Raters
3. Intermediate Raters
4. Raters
5. Ratees
6. Civilian Personnel Advisory Centers

TAPES Responsibilities

Commanders:

- Ensure fair, consistent and timely application of the performance management system
- Communicate organizational goals and priorities to assist in developing individual goals and priorities for employees
- Discuss and exhibit DA values and ethics
- Ensure employee are informed of their rating chains and cycles
- Ensure all involved receive adequate training

TAPES Responsibilities

Senior Raters:

- Review and approve performance plans
- Review performance appraisals and assign ratings, ensure accuracy and timeliness
- Support ratee's performance and potential with statements based on personal knowledge and observation, or info provided by subordinate raters
- Resolve disagreements between raters and intermediate raters
- Consider performance appraisals and ratings when making personnel and pay decisions

TAPES Responsibilities

Intermediate Raters (if used)

- Review and recommend the approval of performance plans to ensure accurate reflection of mission needs
- Review performance appraisals either concurring with, or seeking resolution of disagreement between rater and senior rater

TAPES Responsibilities

Raters:

- Assign work and establish job-related expectations
- Identify rating chains to their employees
- Communicate organizational goals and priorities
- Develop performance plans to include individual goals and expectations
- Conduct formal performance-related discussion at mid-point and as necessary during rating period

TAPES Responsibilities

Raters (cont):

- Provide informal feedback and receive employee input on expectations and accomplishments
- Modify performance plans as necessary to meet changing mission requirements
- Prepare timely written performance appraisals describing specific accomplishments
- Use performance appraisals and ratings to make sound, equitable personnel decisions

TAPES Responsibilities

Ratee (Employee):

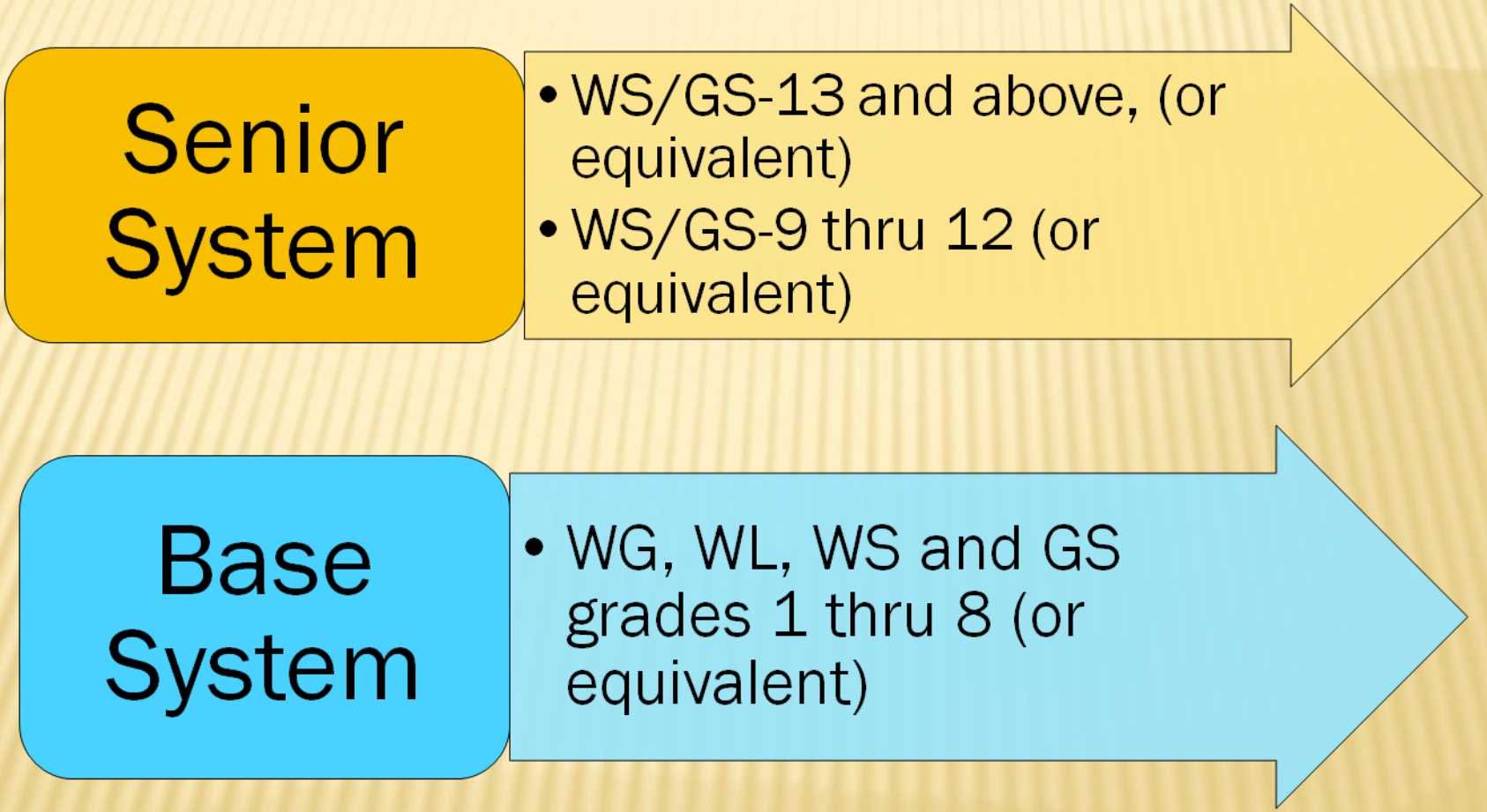
- Know what is expected and perform to the best of their ability
- Take appropriate roles to develop performance and professional development plans
- Inform rating chain when there are questions or needs
- Provide suggestions to improve work processes and procedures
- Provide rating chains with timely feedback on accomplishments

TAPES Responsibilities

Civilian Personnel Advisory Centers:

- Support the command in implementing and administering a viable performance management program
- Advise and assist supervisors in executing their performance management responsibilities
- Keep leadership informed of the program's status and needed program improvements
- Train leaders, supervisors and employees in the performance management system
- Review, input and maintain rating data in appropriate systems and records

TAPES – Two Systems


Senior System
• WS/GS-13 and above, (or equivalent)
• WS/GS-9 thru 12 (or equivalent)
Base System
• WG, WL, WS and GS grades 1 thru 8 (or equivalent)

TAPES Performance Cycle

Senior System

- 1 JUL-30 JUN (Grades 13 and above
- 1 NOV-31 OCT (Grades 9-12)

Base System

- Determined locally
- Examples: birthday, end of fiscal year, etc.

TAPES Components

- Written Performance Plans documenting expectations based on organizational goals and mission
- Pre-established 12-month rating period based on grade
- Official rating chain consisting of at least a Rater and Senior Rater (Intermediate Rater is optional)
- Minimum rating period of 120 days under an approved performance plan
- Special requirements for certain positions - Supervisors, Contracting Officers, Security, Safety, etc.
- Written Performance Appraisals with

Performance Management Planning

Written Performance Plans

TAPES requires written performance plans:

- Documents expectations based on organizational mission and goals
- Joint effort between rating chain and employee
- In effect NLT 30 days of beginning of rating period
- Reviewed and approved by rating chain
- Mandatory midpoint counseling must be documented
- All responsibilities and objectives are critical
- Recorded on (and submitted with completed appraisals)
  - DA Form 7223-1 (Base System)

PERFORMANCE PLANNING

At the beginning of the rating cycle

- Set performance goals to establish a mutual understanding of expectations with employee
- Not just written but regular conversations
- Shared understanding that becomes a basis for ongoing dialogue about performance
- Clear picture of what “success” looks like
- Sets the foundation for performance feedback throughout rating cycle and a basis for rendering a final rating at the end of the cycle

PERFORMANCE EXPECTATIONS

Performance expectations are:

- Duties, responsibilities, and competencies required by, or objectives associated with, an employee's position
- Contributions and demonstrated competencies expected of an employee
- Communicated to the employee prior to holding employee accountable
- Promptly adjusted as changes occur

PERFORMANCE EXPECTATIONS (CONT)

Performance expectations must align with and support the DoD mission and goals and may include:

- Goals or objectives that set performance targets at the individual, team, and/or organizational level
- Standard operating procedures, manuals, internal rules and directives, etc.
- Competencies an employee is expected to demonstrate, or the contributions an employee is expected to make
- Work assignments can be used to amplify performance expectations and may specify quality, quantity, accuracy, and/or timeliness

PREPARING FOR THE PERFORMANCE PLAN CONVERSATION

- Provide a copy of the organization's goals and the Agency's mission to your employee.
- Review performance standards issued by your organization.
- Review employee's performance goals from last year and the year-end evaluation.
- Consider your employee's developmental needs or interests.
- Anticipate any potential barriers to success or challenges.
- Document performance and behavioral expectations and include them in the discussion.
- Ask for, and consider, the employee's input

THE PERFORMANCE PLAN CONVERSATION

Purposes

- To reach a joint understanding of performance expectations for the current (new) rating cycle
- To explain the organization's goals and to align employee objectives with these goals
- To establish timelines and measurement methods
- To identify developmental needs

Outcomes

- Performance plan (formally established in writing)
- Development plan (Individual Development Plan)
- Conversation notes, other relative documentation

ESTABLISHING PERFORMANCE GOALS

Established at the beginning of the rating period using the SMART Framework

- Specific - Clear and detailed
- Measurable – Observable and verifiable (quality/quantity)
- Achievable – Attainable but provides a challenge, aligned with organizational goals and mission
- Relevant – Significant to the job duties of the employee
- Time-bound – Time-sensitive and measurable within the rating period

ESTABLISHING PERFORMANCE GOALS

Once established, use PURE and CLEAR as a second measure to verify the goals

- **P**ositively Stated – Avoid words like “don’t, won’t, not and never”, state what is expected instead of what is not expected or what is prohibited
- **U**nderstood – Clear to the employee, supervisor and anyone else in the chain of command
- **R**ealistic – Achievable given the time, resources and training
- **E**thical – Never ask employees to do anything unethical or against the Merit Systems Principles

ESTABLISHING PERFORMANCE GOALS

Once established, use PURE and CLEAR as a second measure to verify the goals

- **C**hallenging - Not too easy, provides a challenge
- **L**egal - Policies and procedures taken into account
- **E**nvironmentally Sound - Should not interfere with another's goals or with organizational mission
- **A**ppropriate – For the pay grade and level as well as the role to which the employee was hired
- **R**ecorded – Documented and kept throughout the length of the rating cycle

PERFORMANCE OBJECTIVES

How to Write Performance Objectives

- Start with an action verb
- Specify a single key result to be accomplished
- Specify a target date for accomplishment
- Be as measurable and verifiable as realistic and attainable while representing a challenge possible
- Relates directly to employee's role and mission
- Realistic and attainable while representing a challenge

PERFORMANCE OBJECTIVES

Types of Performance Objectives

Routine – Addresses repetitive common place duties

Problem Solving – Deals with problem situations to produce favorable resolution

Innovative – Creates new or improved methods and processes and eliminates wasteful practices to achieve cost savings

Personal Development - Furthers professional education and growth

JOB OBJECTIVES AND RESPONSIBILITIES

Job objectives and responsibilities are:

- A way to capture performance goals and expectations
- The platform by which employees are rated
- A way for managers and supervisors to communicate the major work that needs to be accomplished
- Required to be aligned with (clearly tied to) organizational goals and the DoD mission
  - When communicating job objectives to employees, supervisors need to fully explain the relationship between an employee's accomplishments and achieving organizational goals
  - You may have excellent employees whose work, although outstanding, is not furthering the organization's mission and goals.

EFFECTIVE JOB OBJECTIVES AND RESPONSIBILITIES

- Performance focus
  - Objectives should be crafted to bring out the best in individual and team performance
  - They can help keep the focus on the important tasks, not on many needless activities
- Alignment with the organization
  - Objectives must make sense in the context of the organization
  - Individual objectives must align with the organization’s goals and/or mission
- Appraisal/management tool
  - Objectives should not only drive the work, they also serve as a method to assess accomplishments
  - They are used as an appraisal tool at the end of the performance management cycle

PERFORMANCE OBJECTIVES

Major Deficiencies in Performance Objectives

Standards that are not reasonably attainable or objective

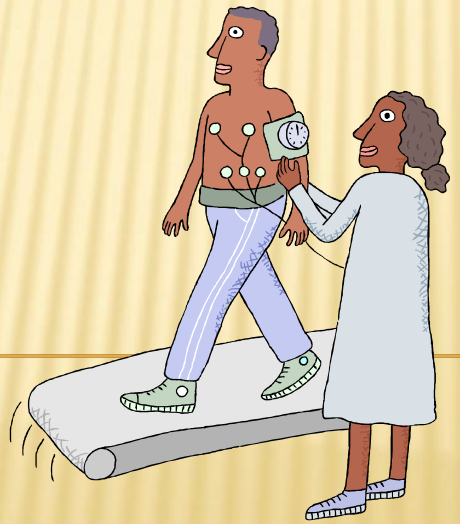
Standards that are improperly absolute (cannot be exceeded or no room for error)

Standards that do not permit an accurate measurement of an employee's level of performance

Standards that do not clearly tell an employee what is required for success

PERFORMANCE MANAGEMENT:

MONITORING



MONITORING PERFORMANCE

Throughout the performance cycle:

- Employee is working towards accomplishing the established objectives
- Supervisor is monitoring employee performance and providing assistance, feedback, and direction as needed
- Supervisor engages in frequent performance discussions
- Supervisor documents employee performance and encourages employees to do the same

ONGOING FEEDBACK

Critical to provide frequent and constructive feedback:

- First, make sure employees know what to expect!
- Feedback is best shared in real-time, don’t wait
- Positive feedback provides kudos for a job well done or recognition of a good effort, which reinforces the desired behavior or action
  - Remember to express your appreciation
- Negative feedback cites undesirable results and behaviors to be improved upon, offers alternative methods or ideas for achieving more desirable results
  - Remember to express your concern and offer suggestions

EMPLOYEE ACCOUNTABILITY

Hold employees accountable for their performance by requiring them to plan, discuss and document, this will lead to:

- Improved performance
- Better employee participation
- Increased feeling of competency
- Higher commitment to work
- Fostered creativity and innovation
- Higher employee morale
- Greater satisfaction with their work

MONITORING PERFORMANCE CHECKLIST

During the rating cycle think about these points:

- Did I engage in routine discussions with the employee throughout the performance cycle about performance achievements, challenges, and improvement areas?
- Do I understand the employee's duties, the level of performance, and any challenges?
- Did I invest sufficient time in preparing for each discussion?
- Have I reviewed the employee's performance plan to ensure that the performance objectives are still relevant?

MONITORING PERFORMANCE CHECKLIST (CONT)

During the rating cycle think about these points:

- Have I documented examples of successful performance and opportunities for improvement?
- Have I asked for the employee's perception of his/her own performance?
- Have I kept my supervisor informed of any performance-related issues with my employees?

DOCUMENTING PERFORMANCE

- Annotate any performance discussions and observations of actions, behaviors or results
- Be objective, focus on the performance, not the person
- On a regular basis throughout the entire rating cycle, (weekly, monthly, etc.)
- Separate electronic or hard copy files for each employee
- Relate accomplishments and shortcomings to specific goals and objectives from the performance plan
- Use as a reference for performance conversations, mid-point counseling and end of cycle performance appraisals

MID-POINT COUNSELING

- An interim performance review is required at least once during the performance management cycle
- Prepare for the conversation and plan your feedback
- Focus on progress towards objectives, cite specific examples, make adjustments if necessary
- Provides an opportunity for advice to assist the employee in achieving their objectives and goals
- Don’t speculate on final rating or rewa
- Don’t forget to document your discussio

ADDRESSING POOR PERFORMANCE

- Address the issue immediately, it won't get better by ignoring it!
- Document specific instances of poor performance
- Provide specific measurable suggestions for improvement and follow-up as necessary
- Discuss issues openly and honestly
- Restate your performance expectations
- Point out examples of good performance to use as a starting point for improvement
- Listen to the employee's perspective and encourage options for resolution
- Discuss resources like training, mentoring, etc.

ADJUSTING A PERFORMANCE PLAN

Guidelines for changing the performance plan

- ✓ Performance plans may be changed during the year
- ✓ Objectives, responsibilities and goals may be changed together or separately
- ✓ The employee should have sufficient time before the end of cycle to work towards a new performance plan
- ✓ Best practice: Do not change the performance plan after mid-point counseling
- ✓ Document, document
- ✓ No surprises!

PERFORMANCE MANAGEMENT:

DEVELOPING

INDIVIDUAL DEVELOPMENT PLAN (IDP)

- Identifies short- and long-term career goals
- Identifies relevant knowledge, skills, abilities and developmental activities to reach these goals
- Identifies the competencies necessary to successfully perform the job
- Documents training and developmental activities
- Tracks accomplishments toward completion
- Review, document and discuss several times during rating period
- Can help employees become more qualified for their current or future positions

SUPERVISOR'S ROLE (IDP)

- Identify organizational mission and goals
- Discuss and document the employee's progress
- Assist the employees in developing and modifying their IDP
- Create realistic developmental goals
- Locate training and developmental opportunities
- Provide the employee enough time to take advantage of opportunities
- Remove obstacles that may hinder their development
- Initiate ongoing development conversations

EMPLOYEES' ROLE (IDP)

- Take responsibility and be accountable for their career development
- Identify their own strengths and weaknesses relative to occupational requirements and organizational goals
- Let them engage with you early and often to discuss career management activities
- Let them track their own progress
- Identify and utilize tools and resources to assist with satisfying requirements and achieving career goals

COACHING EMPLOYEES

- Can happen spontaneously or in a formal setting
- Effective questioning sets the stage for employees to craft their own resolutions to issues
- Help employees identify their obstacles and challenges
  - External: Busy schedules, limited resources, interactions with others, incomplete information, etc.
  - Internal: Fear of failure, self doubt, unwillingness to change, poor time management, bad decision making, etc.
- Fosters an employee's awareness, responsibility and ownership of ideas, actions and goals
- Continuous feedback builds a positive and trusting relationship and assists them in improving

PERFORMANCE MANAGEMENT:

RATING

PERFORMANCE APPRAISALS

A good evaluation includes:

- ✓ Accomplishments and Results - Describe the employee's impact on the organization's mission and goals, focus on the results not tasks
- ✓ Performance Level - Include wording that describes the employee's level of performance against each standard
- ✓ Behaviors - Describe how the employee exhibited the expected behaviors and values while achieving goals
- ✓ Challenges and added value – Describe how the employee overcame challenges and added value to the organization or mission

Written Performance Appraisals

TAPES requires written performance appraisals:

- Two types, annual and special
- Recorded on
  - DA Form 7223 (Base System)
  - DA Form 7222 (Senior System)
- Obtain the employee's signature last
- Due in the CPAC within 45 days (local procedures)
- Copies and distribution (one original and two copies)
  - Original to employee
  - One copy to CPAC
  - One copy retained by Rater

Special Appraisals

- Used for details, temp promotions and other situations when assigned more than 120 days away from normal duties (also should create new performance plans)
- Completed by departing raters having at least 120 days of supervision with approved performance plan
- Should be considered by rating chain in annual appraisal
- Recorded on
  - DA Form 7223 (Base System)
  - DA Form 7222 (Senior System)
- May convert to annual appraisal
- Attached to and sent with annual appraisal to CPAC

TAPES Rating Systems

- Both systems use “individual” ratings assigned to either objectives or responsibilities that define a level of performance
- Individual ratings are combined in a rating formula to determine the overall rating of record
- 5 tier system raging from “Successful” Level 1 to “Unsuccessful”
- Forced distribution of ratings are not allowed!

Base System Rating Responsibilities

- 4 responsibilities (2 additional for supervisors)
  - Technical Competence
  - Adaptability and Initiative
  - Working Relationships & Communication
  - Responsibility and Dependability
  - Supervision and Leadership (supervisory)
  - EEO and Affirmative Action (supervisory)
- 4 responsibility ratings (2 additional for supervisors)
- Overall rating formula used to calculate overall performance rating

Senior System Rating Objectives

- Rated against jointly developed performance objectives from the beginning of the rating period
- Compare objectives against actual accomplishments using the performance standards to determine individual ratings for each
- Supervisors must be rated against 2 mandatory objectives
  - Organizational Management and Leadership
  - EEO and Affirmative Action
- Overall rating formula used to calculate overall performance rating

Exercise

Determining the Overall Ratings

Base System Rating Exercise: Determine the Overall Rating

	Tom	Mary	Joe	Martha
Responsibility 1	Success	Excellence	Success	Success
Responsibility 2	Success	Excellence	Success	Fails
Responsibility 3	Success	Excellence	Success	Success
Responsibility 4	Excellence	Excellence	Needs Improvement	Success
Overall Rating				

Senior System Rating Exercise: Determine the Overall Rating

	Tom	Mary	Joe	Martha
Objective 1	Success	Excellence	Success	Success
Objective 2	Success	Excellence	Success	Fails
Objective 3	Success	Excellence	Success	Success
Objective 4	Excellence	Excellence	Needs Improvement	Success
Objective 5	Excellence	Success	Excellence	Success
Overall Rating				

TAPES Key Points

No appraisal permitted without valid support form/performance plan in place

Minimum appraisal period is 120 calendar days (with support form/performance plan in place)

Changes can be made to the support form at any time (must allow for 120 days on standards)

No extension of appraisal period unless permitted by AR 690-400, Chapter 4302

TAPES Key Points

Rating not due when employee retires/goes to private firm

Two counseling sessions required - initial and mid-point

Rating chain signs first – then employee

All TAPES objectives are critical; do not identify non-critical objectives

Level 3 rating required to allow within grade increase (WIGI)

Online Resources

- Good online checklists for supervisors in PERMISS to assist in the preparation of appraisal and performance plan forms
  - Base System Checklist @ http://www.cpol.army.mil/library/permiss/52222b.html
  - Senior System Checklist @ http://www.cpol.army.mil/library/permiss/52222a.html
- Army Regulation 690-400 TAPES
  - http://www.apd.army.mil/pdffiles/r690_400.pdf
- Appraisal and performance plan forms online in PDF and XFDL format
  - http://www.apd.army.mil/USAPA_PUB_formrange_

Online Resources

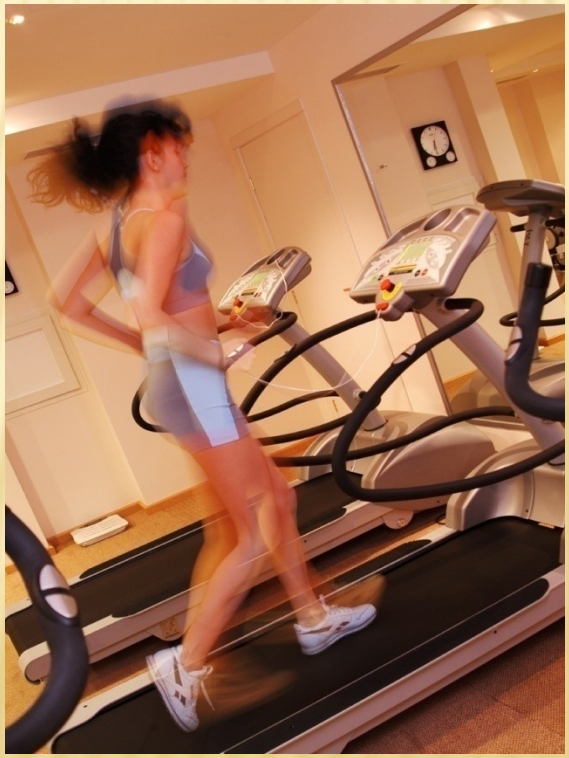
- More resources
  - Performance Management – A Tool to Achieve Results (Online Course) http://www.cpms.osd.mil/NSPS/PM_WBT/index.htm
  - Managing Employee Performance – A Guide for Supervisors http://www.cpms.osd.mil/nsps/docs/mep_supervisor_guide.pdf

RECONSIDERATIONS

- Formal requests submitted in the form of a grievance through:
  - Administrative Grievance System
  - Negotiated Grievance System
- The substance of performance standards and objectives are not grievable

Exercise

Case Studies



QUESTION

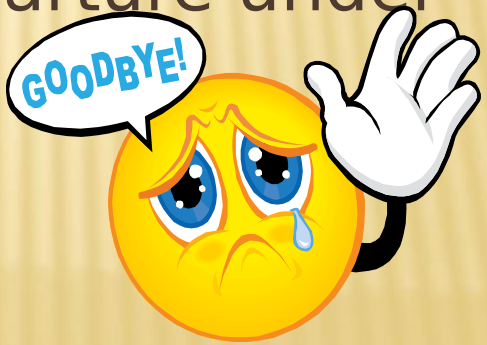
1. Rick Astilbe, a supervisor of 18 employees, comes to you and complains about all the paperwork and counseling he's supposed to do. He can't see any value in it at all. Also, he wants you to give him an extra 60 days to complete his appraisals on 5 of his employees who are TDY. After all, he can't counsel them while they are gone. How would you handle this under TAPES?

QUESTION

2. Marcia King was temporarily detailed to another job for the last 9 months. Her rating cycle is now coming to a close. How would you handle this situation under TAPES?

QUESTION

3. Karen Schmidt is the supervisor of 3 employees who are due their annual appraisals within the next 90 days. Ms. Schmidt receives a promotion to another organization and is leaving. Describe what kind of appraisal she should give to the 3 employees prior to her departure under TAPES.



QUESTION

4. Michael Donahue is very dissatisfied with the rating he received. He wants to challenge it because he claims that he should have received a higher level rating. What information should you provide him under TAPES?

QUESTION

5. Kathleen Brady has made some significant revisions to the performance plan of Doug Kinney, one of her “problem employees” who is under a Performance Improvement Plan. Kinney’s annual rating period comes to a close in 90 days. Ms. Brady wants to know whether she can rate Kinney against the revised expectations in completing her annual evaluation under TAPES?

   Can she get an extension of the rating period?

PERFORMANCE MANAGEMENT:

REWARDING

Regulatory /Legal Basis

- 5 USC, CHAPTERS 45, 53, AND 54
- 5 CFR, PARTS 430, 451, AND 531
- AR 672-20 (Incentive Awards)
- DA PAM 672-20 (Incentive Awards Handbook)

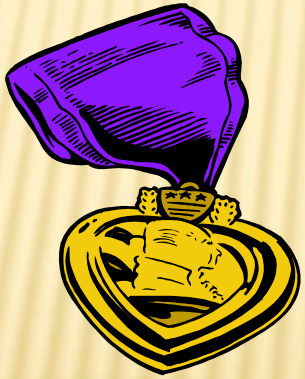
AWARDS

- Special Act and Special Service Awards
- Rating-Based Awards
- Quality Step Increases
- On-The-Spot Awards
- Time-Off Awards
- Career Service Recognition
- Informal Recognition
- Honorary Awards
- Public Service Awards

The Award Spectrum

Three General Categories

- Honorary (Non-monetary)
- Monetary
- Time-Off



Honorary Awards

7 Awards for DA Civilians

- ➔ Essentially equivalent to DA Honorary Awards for Military
  - ✓ Equivalent nature of recognition
  - ✓ Equivalent approval level

Public Service Awards

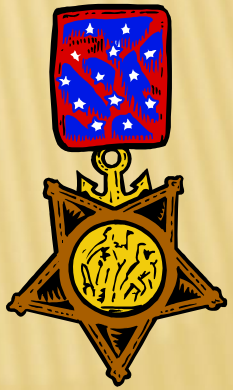
- ➔ Army employees and contractor employees <u>not</u> eligible
- ➔ No n-career Government officials and non-
  Government personnel are eligible

Honorary Awards

Honorary awards may be given to separating employees provided accomplishments fully meet criteria

Manager outside employee's chain of command may nominate employee for an award

NOTE: Nomination must be coordinated with employee's supervisor



New Awards

Secretary of Defense Medal for the Defense of Freedom

- ✓ Eligible if a DoD civilian employee is killed or wounded by hostile action while serving or while rescuing or attempting rescue of another employee
- ✓ Aligned very closely to the Military Purple Heart
- ✓ Approved by the Secretary of the Army

Secretary of the Army Award for Valor

- ✓ For civilian employees and private citizens
- ✓ Acts of heroism, courage or sacrifice, with voluntary risk of personal safety in the face of danger either on of off the job
- ✓ Approved by the Secretary of the Army

DA Awards Hierarchy

Civilian Award	Authority	Military Award	Authority
Decoration for Exceptional Civilian Service	**Sec of Army**	Distinguished Service Medal	Chief of SA
Meritorious Civilian Service Award	**ACOM Commander**	Legion of Merit	ACOM Commander LTG+
Superior Civilian Service Award	**Commanders MG + and Civ Equiv.**	Meritorious Service Medal	Commanders MG+
Commanders Award for Civilian Service	**Commanders COL+ and Civ Equiv.**	Army Commendation Medal	Commanders COL+
Achievement Medal for Civilian Service	**Commanders LTC+ and Civ Equiv.**	Army Achievement Medal	Commanders LTC+

Monetary Awards

On-the-Spot (OTS)

- Currently $50-$500

Special Act/Service Award

- Use Table of Tangible Benefits and Table of Intangible Benefits to determine amount
- Up to $10,000, or $25,000 with AIAB review

Rating-Based Awards (Performance)

- Up to 10% of Base Salary
- Up to 20% with Major Commander approval

Quality Step Increase

- Not more than 1 per 52-week period
- Must be rated Success Level 1

Time-Off Awards

- Supervisor can approve awards up to one day or less
- Benefits to Government similar to Special Act or OTS
- Maximum Award Amounts
  - -40 Hours for any single award
  - -80 Hours for any 1-year period
- Limitation
  - -Must be used within 1 year of the approval date
  - -Cannot be transferred outside of Army
  - -Cannot be restored or paid in lump sum

No Performance or Achievement Awards for Employees:

- Under investigation or with disciplinary / performance-based action pending
- Having had a disciplinary action in last 120 days
- Involved in “unlawful discrimination”

Rewarding Employees: What Do They Really Want ?

- Managers have fewer ways to influence employees
  - Supervisors must be coaches rather than demanding
  - Traditional means of “motivating” military members doesn’t always work on civilians!
- Employees are being asked to do more with less oversight
  - Managers need to create a workplace that is positive and reinforcing
- Soon there will be fewer workers with fewer skills
  - New pool of employees have different values
  - Work needs to have purpose
- Rewards and recognition = Effective and low cost encouragement and motivation!

PERFORMANCE MANAGEMENT: REVIEW

1. Describe the 5 key processes of a performance management program.
2. Explain the two different systems under TAPES and their rating cycles.
3. Describe a written performance plan and the forms used in the TAPES performance management system.
4. Explain why performance planning is an important part of the performance management process.
5. Explain the importance of maintaining records of your employee's performance throughout the year.

PERFORMANCE MANAGEMENT: REVIEW (CONT)

6. Describe the purpose of the mid-point counseling and what should be covered during that review.
7. Describe some of the requirements of addressing poor performance.
8. Identify the importance and use of an Individual Development Plan (IDP).
9. Identify the two forms used in TAPES for the written performance appraisal.
10. Describe how to calculate overall rating formulas in the TAPES Base and Senior Systems.
11. Identify the various tools available to supervisors to recognize, reward and motivate employees.

QUESTIONS?